

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Diamond Bullnosing Co

Corporation for Manufacturing Excellence (Manex)

Diamond Bullnosing Company Drives Transformation Change to Impact Their Bottom Line

Client Profile:

Diamond Bullnosing Company (DBC) is a fabricator and installer of natural stone countertops and surfaces in the residential and commercial real estate markets. They specialize in quality custom fabrication for kitchen countertops, bathroom vanities, fireplace surrounds, showers, tub surrounds and tabletops. DBC employs 40 people at its facility in Concord, California.

Situation:

With the rapid decline in the housing market, DBC experienced a dramatic decrease in orders and net income. To recalibrate their business and thrive in this downturn, the owners of DBC realized they needed outside expertise to help pinpoint the most effective path to identifying new areas of revenue potential and improving their productivity and profitability. The owners turned to the Corporation for Manufacturing Excellence (Manex), a NIST MEP network affiliate, to help them drive transformational changes within their organization.

Solution:

Working with DBC, Manex conducted a comprehensive assessment of the company's customer, financial, and operational data. Then they jointly developed a central business intelligence system consisting of 12 key metrics to help the company consistently make better business decisions. The Manex team provided a thorough analysis of profitability and costing by product family and customer segment, as well as an analysis of fabrication processes. As a result, the Manex team identified short-term actions DBC could take to improve their bottom line through the implementation of operational improvements and the pursuit of more profitable customer segments.

DBC moved forward with Manex on key initiatives to increase the operating efficiencies and profitability. Workforce development was a critical component in developing and sustaining efficient operational processes that began with initial customer inquiry all the way to order fulfillment. Training enabled the employees to adopt and continue the new processes, and advanced their overall skill sets. Manex worked with the company to implement these initiatives in a phased approach. Phase 1 consisted of a comprehensive operational Value Stream Map (VSM), assessing the current inbound of materials through outbound of finished goods and identifying immediate and long-term opportunities for improvement. Based on the outcome of Phase 1, the DBC teams performed full-cycle, high impact 5S (Sort, Shine, Set in order, Standardize, Sustain) events on more than 10 work areas identified in the VSM as areas of improvement. The Manex team facilitated these events to ensure effectiveness and consistency of these improvements across the operations, including administrative processes. In Phase 3, they utilized the findings from the operational assessment to improve throughput and first pass yield, reduce lead times, improve quality and reduce variance to lessen scrap and rework. They then analyzed the findings from the operational assessment to reduce administrative lead times and increase capacity for customer-facing efforts and revenue generating processes.

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Results:

- * Increased sales by \$600,000.
- * Realized \$330,000 in cost savings.

Testimonial:

"Manex has been instrumental in working with us to assess our current operations, implement process improvements, and train our people to sustain these new ways of doing business. They provided a fresh perspective and clear methodology to help us eliminate inefficiencies and improve our profitability."

Domenick Vaticano, Owner